

June 2019

THE CRITICAL PATH

pmsydney.org

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Please send your sponsorship and partnership enquiries to the Director of Marketing and Communications - Gianluigi Bortoluzzi at marketing@pmisidney.org

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Message from the President of PMI Sydney Chapter

“Willingness to change is a strength even if it means plunging part of the company into total confusion for a while” - Jack Welch

6 months into the year, can you believe it? You may have been watching all of the news and excitement regarding the PMI organisation transformation with the “Conversation with Sunil” series. Sydney Chapter would not be a PMI chapter if not following suit with the transformation. Over the last 6 months we have embraced a series of changes while delivering on the core chapter services to our membership base. The sun has been shining bright in the work the board is doing but it is not without mountains of challenges and at times slippery rocks. Nevertheless, together, the PMI Chapter Board and the volunteering base are determined to make a difference in your careers and open opportunities to enable ideas to become realities by embracing community work and collaboration with like minded organisations.



A part from being the president of the organisation I am first and foremost a member and as such, I am so very happy with the innovative services and tightening up governance I have been witnessing in the chapter. The events team have been listening to the members and delivering outstanding topics and in the process, bringing together a number of members who have not attended for years or have not attended an event at all. The buzz and vibe on the events are fabulous.

Development and mentoring team have been supporting volunteers to level set their facilitation skills so that they can use standard/common techniques to deliver incredible content in support of our membership learning.

The technology team is working really hard to not only support the chapter with operational issues but bringing new functions available in the chapter's technology stack to make our members and volunteers User Experience smoother.

The board, led by Dr Richard Hemsworth is working on aligning roles, responsibilities and bylaws with those used by the PMI community at large and follow the NSW Association model rules. This is a massive expedition, and while this is happening, the board of directors have been incredibly adaptive and collaborative.

The board also decided to invest on our volunteers and members by sponsoring 3 volunteers and 2 members to attend the PMI Conference in the Gold Coast. This is a new and exciting initiative, one we are trialling with caution and building policy and procedures around it to ensure it happens a lot more efficiently next time.

While this is all happening, our Treasurer and Secretary work quietly in the background to ensure we continue to be a model chapter from a financial and governance perspective.

Over the last 3 months, I often heard that we need more diversity in the chapter. I am extremely excited about the work Steve, Hammam, Gaurav and Gian are doing. They are engaging into social media more, they are personally reaching out to members, volunteers, students, community and supporting diversity meet up. I personally have presented in a couple of Women in Leadership forums, and I met incredible women out there who I would love to attract to the chapter leadership. There has been movement, elation and passionate work which has been reflective on our membership stats with 216 new members this year.

The next 6 months are going to be filled with more enthusiasm and change as we reach out for new sponsors, partnerships with like minded organisations, continue to tighten up our governance, align to PMI global and strategise possible and efficient ways to continue adding value to your career.

Join the chapter activities, and please introduce yourselves to the board of directors who voluntarily work with passion so that the project management profession continue to a well thought out professional and the PMI project management community continue to be an oracle for information and growth.

Julia Checchia

President

PMI Sydney Chapter

Message from the Vice President of PMI Sydney Chapter

Hello and welcome to the Critical Path Newsletter – a publication of the Project Management Institute Sydney Chapter.

In this edition we celebrate many of the wonderful and fantastic achievements of PMI Sydney accomplished in the first half of 2019. We also give some insight into what is planned for the rest of the year, so read on!

Generational Change – A New Chapter Board and a New Team

In March 2019 we implemented a new structure and updated roles and responsibilities for the PMI Sydney Board of Directors. This aligns with PMI Global's new strategy and adopts best practice advice obtained from PMI's role delineation studies.

The PMI Sydney Chapter now comprises of 10 Board Positions:

- President
- Vice President
- Secretary and Public Officer also responsible for Governance
- Treasurer
- Membership Director
- Professional Development Director
- Volunteering Director also responsible for Academic Outreach and PMI Educational Foundation Liaison (PMIEF)
- Marketing and Communications Director also responsible for Social Media
- Events Director
- Technology Director

We now have three new Board Members. Please join me in welcoming:

- Hammam Alkouz - our new Membership Director.
- Gaurav Wadekar - our new Director of Volunteering, also responsible for Academic Outreach and PMI Educational Foundation Liaison (PMIEF).
- Gianluigi Bortoluzzi - Marketing and Communications Director also responsible for Social Media.

I myself was very honoured to be elected as Vice President of the PMI Sydney Chapter, after being the Director of Marketing and Communications in the previous year.

New PMI Sydney Chapter KPIs

Since March 2019 our new team of Associate Directors and Volunteers have focused on understanding what needs to be done to improve the customer experience for all.

In particular we have focused on our members needs, and other stakeholders including guests to our events, our sponsors and our partners. We have also reviewed the needs of our past members utilising the finding of our Customer Journey Mapping initiative we undertook in 2018. I especially want to encourage all past Sydney Chapter members to come back and participate!

For the first time in many years we have set some simple KPIs for the Chapter:

- Increase membership to 1850 members by December 2019
- Improve Member Retention rate from 58% up to 75% by December 2019

To help us achieve these goals we are continuing to follow the Strategic Priorities we implemented within the Marketing domain last year. I am very pleased to see our new Board Directors following on from this with new initiatives in the area of welcoming new members and new efforts to on-board our members who also wish to become “Volunteers” for the Chapter.

I would like to especially thank our newly appointed Associate Directors and Volunteers, who together with the Board make things happen! Remembering that PMI Sydney chapter has no paid staff, we are proud to continue Australia’s excellent reputation in the area of volunteering. Everyone is doing a great job!

Our Strategic Priorities

As a Chapter of PMI our strategic priorities are:

- To foster professionalism in the management of projects.
- To contribute to the quality and scope of project management.
- To stimulate appropriate global appreciation of project management for the benefit of the general public.
- To provide a recognised forum for the free exchange of ideas, applications, and solutions to project management issues among its members, and others interested and involved in project management.
- To identify and promote the fundamentals of project management and advance the body of knowledge for managing projects successfully.
- To encourage and facilitate education and certification of Sydney Chapter Members
- To foster communication between government, education and private sectors, regarding project management;
- To disseminate within the primary area of operation of the Chapter information regarding developments in project management.

To enable our ability to implement our strategic priorities we are continuing our focus building our capabilities in people, process, systems and information.

Improved Governance

In order to ensure improved Governance and Risk Controls the board established an Audit and Risk Committee (ARC) to review our rules, policies, and clearly define the roles and responsibilities of people within the PMI Sydney Chapter. These documents are now available to members after logging into the website as a member at www.pmisydme.org.

Please enjoy this edition of The Critical Path.

If you want to catch up with me please feel free to contact me. I look forward to seeing you at our next event!

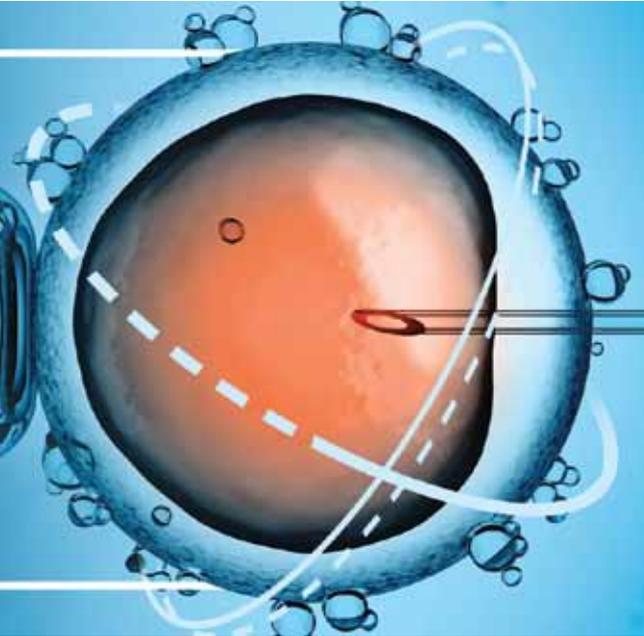
Steve Howe

Vice President
PMI Sydney Chapter

PMI 50th Anniversary and PMI Sydney Chapter celebrations

BREAKTHROUGHS MADE POSSIBLE BY A PROJECT MANAGER

50 years of advancing the profession



It began as a dinner in early 1969 among three men at the Three Threes Restaurant, a small, intimate gathering place just a few blocks from City Hall in Philadelphia, Pennsylvania, USA.

The dinner was a continuation of several months of discussions between two of the men, Jim Snyder and Gordon Davis. By the conclusion of this meal, it was decided that a new organization should be formed to provide a means for project managers to associate, share information and discuss common problems.

Ensuing discussions resulted in the first formal meeting at Georgia Institute of Technology in Atlanta, Georgia, USA, on **9th October 1969**. The by-product of this meeting was the birth of the Project Management Institute. Shortly thereafter, articles of incorporation were filed in Pennsylvania, signed by five persons, who are officially recognized as the founders of PMI- James Snyder, Eric Jenett, Gordon Davis, E.A. "Ned" Engman and Susan C. Gallagher.



James R. Snyder



J. Gordon Davis



Eric Jenett



E.A. "Ned" Engman



Susan Gallagher

On the **31st of May 2019, PMI Sydney Chapter** played host to Mr. Randy Black-the Global head of PMI to celebrate the 50th anniversary of PMI, shared his insights on 'Leading Projects in an era of disruption' started with the journey of PMI in these last 50 years ever since its foundation

Mr. Randy shared PMI's "Above and Beyond" support to UN's Sustainability Developmental Goals. PMI has contributed 3 times more than the initial commitment of 50000 hours, early this year. PMI is supporting Charity and NPOs such as the PM Day of Service, have been a huge success.

Mr. Randy highlighted the success story of Telstra and "Made Possible" campaigns and emphasized on keeping ourselves abreast of latest technologies, with insight on the changing market trends over the next 10 years. He emphasized on PMTQ (Project Management Technology Quotient), essentially the awareness of technologies around and its value to the application.

The event was followed by a Q&A with Mr. Randy and a networking event afterwards. There were over 170 participants in the event and few feedbacks are as follows.

"This event gave me a completely different insight into the Project Management Profession as there were aspects of project management that I had never even thought of especially in terms of risk management, project leadership and empathy. Fantastic event and excellent presentation. I look forward to attending more PMI events such as these."

David Barros- Implementation Manager at Descartes Systems Group

"Coming from the healthcare industry, it was quite a well-run event and I found the presentation. It is good to know that PMI is now working towards establishing a Project Management methodology specific to the Healthcare sectors as the methodologies implemented in the healthcare industry so far have been a hybrid of those implemented in the construction and IT sector."

Laura Lo Iaconno- Instructional Design Lead at eHealth NSW

Looking forward to seeing you at our next event.

Events team



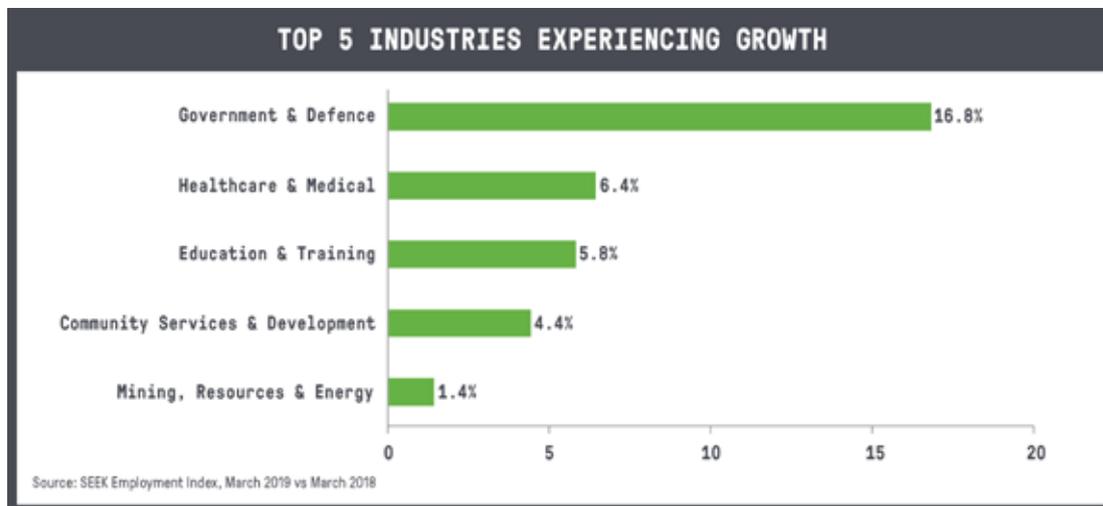
Project Management Market Update

by

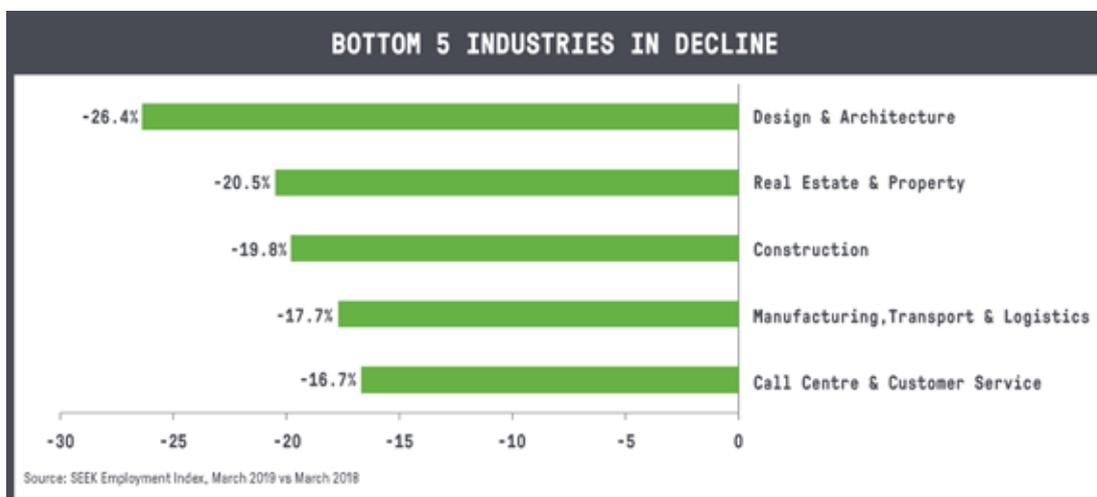


Industries in Demand

We have seen some significant changes from the end of Q1 2018 compared to Q1 2019, particularly when looking at growth industries providing opportunities for PM jobs. According to SEEK's Employment index, the Government and Defence sector has experienced the most growth, expanding by 16.8% from the end of Q1 2018 to Q1 2019 - providing significant opportunity. Healthcare and Medical, Education and Training, and Community Services and Development follow, growing at 6.4%, 5.8% and 4.4% respectively. PMs, you should keep these industries on your radar if you are looking for a new role, as they provide opportunity for employment as they continue to grow.



If you have been looking for roles in Design and Architecture, Real Estate and Property, or Construction and have found them particularly difficult to find - it is probably because jobs in these industries have declined the most. Roles in Design and Architecture decreased by 26.4% over the same period, followed by Real Estate and Property at -20.5% and Construction at -19.8%. Being a PM professional however, your core skills are transferrable to any industry, so don't be too disheartened if you are seeing a decline in the sector you are currently working in.



Top Skills in Demand

Leadership Abilities

Although some PMs may be focused on talking through their technical skills when heading to an interview, leadership abilities still rank as one of the most desirable skills on most Hiring Manager's lists. In fact, according to PMI, 66% of organisations rate leadership skills as the most valuable trait of a successful PM. Not all PMs are strong in this area, so if you can work on refining your leadership abilities, you will have a distinct advantage. When going for an interview, be sure to talk about some examples of when your leadership abilities have helped to enhance the outcomes of a project, and where this has enabled you to get some great results.

Regulatory and Compliance

Although the aftereffects of the Royal Commission into the Banking and Financial Services Sector seem to have settled down, businesses are still feeling its impact, and working through any regulatory and compliance issues. As such, Project Managers with this type of experience (particularly in the Banking and Financial Services Sector) will continue to be in high demand for the remainder of the year- so if you have the right experience, you could be looking at some favourable rates.

Technology and Digital

If you are a PM working in Technology and Digital, you will continue to enjoy some great opportunities for the remainder of the year. As many of the Government Technology and Digital projects continue, particularly in the Infrastructure and Cyber Security space, we will remain to see strong demand for PM roles. For example, over the past 6 months, Paxus has placed over 113 PMs into some of Australia's top companies and Government departments to work on their Technology and Digital projects. We see no sign of this slowing down, with the outlook for 2020 also looking extremely positive.

Scaled Agile Framework (SAFe) and New Ways of Working (NWOW)

Although Agile has been around for a while, PM's with Scaled Agile Framework (SAFe) and New Ways of Working (NWOW) expertise are still in high demand. These skills are highly relevant, as organisations and workflow patterns guide enterprises in scaling lean and agile practices. Even though Agile may seem as though it has lost a bit of buzz, there are still plenty of roles out there for PMs with relevant expertise.

Change Management

Change is an integral part of any project, and we continue to see PMs with change management expertise in particularly high demand. More and more organisations are looking for PMs who can provide a more integrated approach to large projects, and assist with organisational change as the project progresses. We see this a lot in the Technology and Digital market, particularly as many of our clients undergo digital transformation changes across their businesses.

How Paxus Can Help

At Paxus, we are leaders in the recruitment of Technology and Digital PMs – we know the market, and can not only help you find your next Technology and Digital PM role, but can also provide you with career coaching and advice to help you get ahead. To find out how we can help, and to speak to one of our dedicated recruitment consultants, please don't hesitate to get in touch with your local Paxus branch.

<https://www.paxus.com.au/contact>

PMI Australia Conference 2019



Change
the
Game

**GOLD
COAST**
27 – 28 MAY 2019

pmiaustraliaconference.org.au

The Australian Chapters of the PMI have collaborated to present an annual national conference that has provided a platform for professionals, academics and community representatives to share knowledge, experience and professional camaraderie; whilst also recognising and acknowledging professional excellence via the PMI Australia Annual Awards.

PMIAC is now **Australia's Premier Project Management Conference** and showcases the latest ideas and thinking around key project management topics to the Australian market. The theme **'Change the Game'** has been underpinned by **four streams**: Project Trends and Innovations, plus the PMI Talent Triangle™ skills of Leadership, Technical, Strategy and Business.



Hear from PMI Sydney Chapters' volunteers and members

The PMI Sydney Chapter Board has decided to recognise the efforts of our volunteers and award our members by offering 5 complimentary tickets to the conference this year. We want to thank everybody that has expressed the interest and applied to the offer and say well done to the ones that got selected. We will, next year, do better and offer more complimentary tickets! You now have the opportunity to read about their experience and learnings.

Barbora Muzikant, PMI Sydney Chapter Volunteer

This year's theme "Change The Game" resonated with me. The many fantastic speakers have only reconfirmed what I suspected for quite some time: that the fast paced technology and innovative applications are here, right now, and that to stay abreast with "what's new" will require agility and changed perspective in how we approach the opportunities digitalisation and data analytics bring about.

In my role of a consultant, whether I work on a change management or strategic transformation piece or helping with a complex project team alignment, I'm really focused on the people side of things. Technology is there to serve people, projects are built by people and for people, and people will either "make it or break it". I enjoyed Dominic Price talking on the topic of "The Future is Already Here" reinforced by Holly Ransom's "Get Comfortable with Being Uncomfortable" in order not to miss out or fall behind the organisations that embrace the change and are not afraid to explore the horizons.

I also enjoyed the big infrastructure projects presentations, like the Cross River Rail or the Queens Wharf Brisbane and I'd have never thought to be entranced by the topic of the bins collection while listening to Ian Hatton's description of the City of Gold Coast journey to become the Smart City of tomorrow. Ian made a good point when he stressed the importance of giving consideration to the organisational context and environment. What we are trying to achieve for our customers rather than getting into the technology bandwagon for the sake of the technology.

One size doesn't fit all is the clear message and even though this is not new, it's more so important now due to the continuous technological innovations being available for the consumers. We do have to keep the vision and forward thinking aligned to the strategic outcomes of today and tomorrow. Michael Lutomski and the NASA knowledge exchange with the focus on people is, in my view, the way every organisation delivering projects should work. I do that myself in my Project ACCEL8 Workshops – put the project team through a setup stressful situation and then have a constructive debate how to deal with the behaviour when it happens in the real-life project.

Change is inevitable, it's a fact of life and it's what brings about progress. Data has been available to us for quite some time now, but it's what we do with the data and how we apply what's in front of us that really matter. The impact on people is huge, roles and competencies required are shifting as the processes change, and the soft skills are more and more in the forefront of everything. Most importantly, it is those who embrace the change that will most definitely do well, and the mindset shift starts with every single one of us. So, let's say hello to the new ways and enjoy the ride, wherever it takes us!

Rajesh Nair, PMI Sydney Chapter Volunteer

The two days conference was filled with lots of learning and networking. The conference was structured in 4 different streams namely professional development, leadership, agility, and research and innovation which were running in parallel. I spent most of the time gaining knowledge on leadership topics.

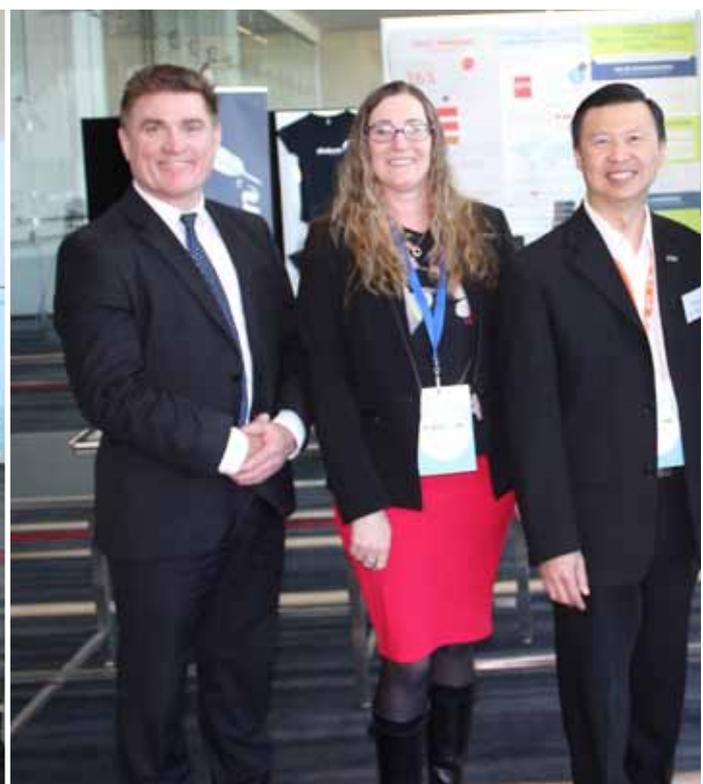
Insights shared by keynote speakers and the experts:

As Project Managers, we pay more attention to risk and issue management. I was amazed by the way Mr. Michael Lutomski, Global Space Expert- ISS, Internal Space Station managed risks which affected the human body due to space flight & space debris. You can find more about him in the following link - <https://www.youtube.com/watch?v=6b0kUyZitNI&feature=youtu.be>

Mr. Ian Hatton spoke about Innovative smart cities program initiatives in Queensland by adopting the latest technologies like IoT (Internet of Things, Artificial Intelligence and cloud computing. The Project Manager needs to adapt, manage and integrate technology based on the organization's needs.

Emphasis on the importance of storytelling to convert the conversation with stakeholders into desired project outcomes and the flow of the maturity model from IQ to EQ to SI (Stakeholder Intelligence) to handle difficult stakeholders who were compared to wolves.

Leadership, professional capabilities, agility, innovation, and research are important; but the bottom-line message was to establish trust and relationship with effective communication. Using different ways to integrate with the culture one works with, can influence the success of every project delivery. Last but not least, the food and the venue were awesome, kudos to the team for the wonderful arrangement. Looking forward to meet you all in the next conference.



Sean Ryan, PMI Sydney Chapter Volunteer

I won one of three tickets awarded to volunteers this year to attend Australia's Premier Project Management Conference on the Gold Coast between the 28th and 29th May, 2109.

Along with the other winners, we were presented with the opportunity to hear the latest ideas and thinking around key project management topics from top leaders in the field and I have summarised the experience for me here and in particular the messages and learnings that made the greatest impression on me:

Day one of the conference was kicked off with a presentation from Ian Hatton, Chief Innovation & Economic Officer, City of Gold Coast on Innovative Smart Cities Commercialisation. Ian gave an excellent presentation on the Gold Coast City Transport Strategy and how it is a major city-changing initiative, delivering a world-class transport system for the Gold Coast. It will create a smart, connected and liveable city under a single network approach.

The next impressive speaker was Michael Lutomski, the renowned Global Space Expert, who spoke about the risks to Space missions and in particular the importance of having teams work well together.

"One difficult person can destroy a mission"

Next up in my preferred stream was Eric Lijding and Diana Macdonald with their Snakes and Ladders game and talk on how to recover projects with speed, agility and integrity. Eric and Diana hosted a fun and interactive game for the audience whereby we threw dice and went up ladders and down snakes in trying to make correct decisions for a real-life example project that this husband and wife team had worked on. Very good example of how projects can fail without sufficient business involvement throughout.

Sally Foley-Lewis presented on the topic "Being a Game Changer Starts with You: Personal Productivity and Self Leadership for Project Managers". Sally is a very witty and entertaining speaker and trainer. Her talk was particularly relevant to the conference theme in that she states that all change start within you! She talked about the need to change ourselves before we can look to change others.

My favourite speaker was Simon Sinek from Atlassian on how to "Create the Future of Work whilst you're living it" and his talk was very informative and enlightening. In particular his explanation of how Blockbusters went bankrupt due to their lack of vision on where streaming was going (they had streaming before Netflix) and wanting to believe that late fees was the way to future sustainable profitability.

On day two I had the honour to hear from Holly Ransom, the Global Thought Leader & Strategist. I really enjoyed hearing Holly's insights and particularly when she described why we should "ask the reason why". Most people focus on the "what", some on the "how" but very few on the 'why'.

This was a very enjoyable and information conference and I encourage you all to avail of the opportunity to attend the next PMI Conference in Australia.

Tanya Sainty, PMI Sydney Chapter Member

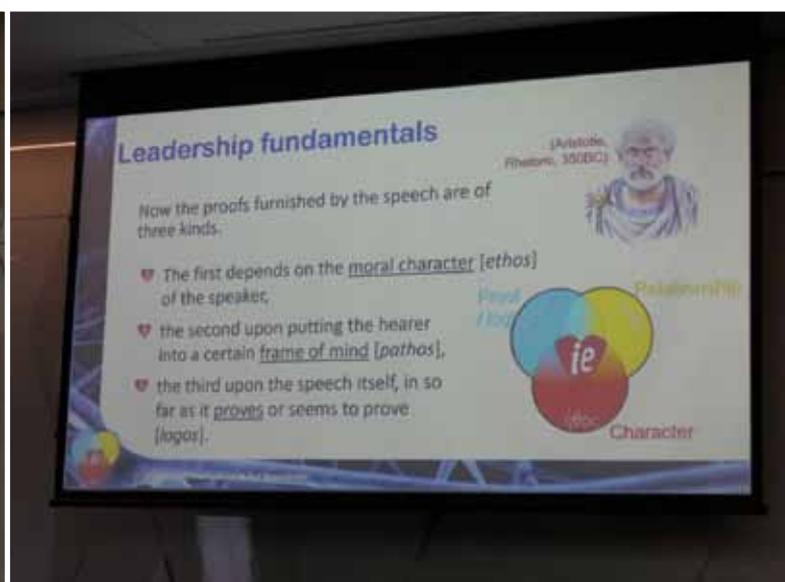
During the PMI conference I was encouraged to hear many stories like mine; technical people in the role of accidental project manager who decide to pursue professional project management. I fell into project management as an electrical engineer, and loved it. When I needed to kick start my career after a time away from paid work, I turned to what I loved, doing an MBA with project management electives and my CAPM. Since that time, I have not looked back and now work at Bluescope as a project analyst.

The PMI conference gave me the opportunity to meet people on similar journeys to me, from so many industries including academic, IT and services, manufacturing, banking, government, bio-tech, and even aerospace. For me, the networking opportunity was the highlight of the conference; people using project management across so many industries, all speaking the same language and seeking to build on their professional skills.

I found the PMI conference to be the perfect place to develop my professional skills with many international keynote speakers being amazing and inspiring with the breadth of their experience that they shared. Also, the speakers in the different streams were all fantastic, so much so, I had trouble choosing which one to attend. Just some of the nuggets I picked up at the conference include:

- The future is not some place we are going, but one we are creating
- Some guiding principles to project recovery include integrity, agility and speed
- Benefits are often overstated due to optimism bias. Bust the bias and outperform the average
- Data may help you find the best path. Storytelling is how you get other humans to walk that path with you
- How long does it take to learn from someone's lifetime of experience? Coffee.
- Stakeholders are like wolves, and that's not a bad thing
- The harder I work, the luckier I get.

I'm so excited to share these new insights with my colleagues at work. Finally, I want to thank all the wonderful people I met at the conference; you are all amazing. I will definitely be attending the PMI conference again next year, come along with me- you won't regret it. I'll see you there!



Mahesh Mohan Nair, PMI Sydney Chapter Member

The conference event was held at RACV Royal Pines Resort, surrounded by a lush green golf course at Gold Coast city, Queensland. I didn't miss the fun part of Gold Coast city and enjoyed watching beautiful sunsets around the region. The sessions that truly stood out for its useful learning content and information were the following in my opinion:

'Global Space Expert' by Michael Lutomski (keynote speaker)

This session brought the enormous complexities that are involved in managing space projects, including 'International Space Station', which was managed by a consortium of 5 governmental space agencies of the world. Michael highlighted the challenges related with cultural differences, trust building and most importantly stakeholder management.

'Leading Projects in an era of Disruption - PMI's Talent Triangle' by Randy Black

Here Randy, the Global Head at Project Management Institute, spoke about various changes that PMI has faced over the years for the good of the PM community and highlighted the importance of the spirit of volunteering. I got lots of insights from Randy about the various steps that PMI has taken to enhance the development of Project Management Practice and its community.

'Stakeholder intelligence: hunting with wolves' by Diana McDonald

Diana compared the stakeholders in a 'nicer' way with wolves and took a strong attention of the entire crowd including me, by crafting a model with Stakeholder intelligence (SI) at the top of a triangle followed by Emotional Intelligence (EI) and Intelligence Quotient (IQ).

I found the event to be a great chance of networking and I met a lot of people from the PMI fraternity across Australia, I feel the visit has added a lot of value to my PM career and my confidence has also increased to a next higher level. In conclusion I valued the warmth that was shown by PMI members in welcoming me to the PMI conference and I felt PMI as a big family with no borders across the whole world.



Digital Transformation - What is the role of the Project Manager and how can a Project Manager help in the program?

Digital Transformation seems to be a buzz word and a term thrown around in every organisation as one of the main strategic imperatives that they are embarking on. The first reaction one has as a result of this being such a commonality these days, is to ask what this means or at least understand what the general consensus is on what this might mean?

Let's break this down into two parts:

- *Digital* refers to the new technological capabilities that are effectively changing the way we work and even how we live, and that are also evolving at an amazingly rapid pace.
- *Transformation* comes into the fold when organisations seek to understand how the new capabilities that the digital space offers can be leveraged to fundamentally change the way they operate in the future to improve customer service, employee engagement and management, and ensure that the organisation is a more effective and successful one in the future.

Digital Transformation is to take the technological capabilities available in the digital space and bring it all together in a way that an organisation can unlock the value.

Digital Transformation as a program of work seems like an effort that would be overarching to all aspects of an organisation, and depending on the size and the scope of the Digital Transformation program for an organisation this may very well be a task for a Program Manager and multiple Project Managers, or even multiple Program Managers and multiple Project Managers. It really all depends on the depth and breadth of the program across the organisation and of course, the size of the organisation.

In this context, it is hard to say what the Project Manager's role would be exactly because this may mean something different in each case. For argument's sake and for the sake of this article, it is in order that an example be taken to define what the role of a Project Manager could be in a Digital Transformation program and how they can contribute to the success of the program.

Let's say we have a Project Manager within a large organisation that takes on a Digital Transformation program which involves a number of program streams to cover all aspects of the organisation where digital can be transformed to unlock value, which in turn has multiple projects per stream. In this context, the Project Manager has been assigned one project within one of those streams...

The role in this case is first of all to conduct all of the functions that the Project Manager would usually take on in any project (recap without reciting all aspects of a PM's role): they (if involved early enough) have a role in helping to capture the definition of scope upfront and manage scope, facilitate planning and continuously review plans to determine any deviations in schedule, help in the definition and tracking of costs, identify, manage and escalate risks and issues where required, and everything else

that a Project Manager would do applied specifically to the software development lifecycle, which would be the framework under which digital projects are usually delivered.

In addition, given that the Project Manager is working on a project under a specific program of work, they would need to join the dots and adequate the way they run their project to how each project is being run under the program, especially on the reporting side. They would also need to keep connected with all of the other initiatives that are running to understand key interdependencies and impacts of these on their project – this is to not be underestimated, if we don't know what is going on that can impact our project this could have some dire consequences for the project.

In an ideal world, for these sorts of initiatives as a whole you would expect to have a Change Manager or multiple Change Managers to help drive the adoption of the changes that are being implemented from each project within the program. Mindset within the organisation and changing the hearts and minds is not to be underestimated and can make or break your digital transformation efforts. This is not the role of the Project Manager, although many organisations seem to think they can leverage the Project Manager to take on this role.

The role of the Project Manager here would be to work with the Change Manager to co-create a robust communications and stakeholder management plan to ensure these aspects are covered as a part of the project, as well as helping to plan change activities with the Change Manager and then tracking the progress on these activities as per any other work stream in the project.

Based on the previous, the Project Manager's role wherever they sit on the program is to drive all of the work that needs to be done and be vigilant of all of the risks, issues and dependencies that can impact their piece of work. Put simply, a Project Manager can do their bit to ensure successful delivery of their part of the program.

To look to ensure success of the program across the board there is a requirement to ensure that an adequate structure and team to take on the Digital Transformation program is in place to cover delivery of its sub components as well as ensuring that Change Management is addressed adequately. This role and understanding is with the Program Leadership Team, and not with Project Managers themselves on individual portions of work, this is something that Program Leaders need to be aware of and take ownership of.

Sandra Vaz

Treasurer

PMI Sydney Chapter

Gender Representation in Project Management

by **M&T Resources**

M&T Resources recently held a Women in Leadership event which attracted over 100 professionals. They gathered to listen to five senior thought leaders speak on gender diversity at C-level and share some of the challenges women in leadership roles face today. The panel included the PMI Sydney Chapter's very own President, Julia Checcia. Julia delivered a passionate speech on her story and some of the issues she faced working her way up through a male dominated industry. There were some fascinating insights into gender diversity and leadership which got me thinking how relevant the topic is to project leadership and management.

I will never forget one of my first introductions to gender bias in project management recruitment when I first arrived in Australia. I was engaged to find a project manager for a "shall remain nameless" client for a contract position. I interviewed five candidates and submitted the three candidates that best matched the job spec, brief from the hiring manager and my knowledge of the project. The client sent through an interview request for two of the candidates a few days later. I was surprised that the third candidate – a female – was not selected for interview as I considered her the forerunner out of the three. The candidate's background was such a close match to what I believed the requirements to be that I found myself questioning the selections I had made for my client and the order I had placed them in my head. How did I get this wrong? What had I missed? The candidate had valuable and relevant industry experience, a strong track record of delivery, excellent references and stakeholder management.

I asked the hiring manager for feedback and his response: "Our stakeholders can be extremely challenging, so we need a really strong project manager; the guy candidates would be a better fit". Wow. The hiring manager had established this view purely based on gender. This was back in the early '00s. I hope this hiring manager has since updated their view (or is no longer in a hiring position) but this memory sprang to mind while I was listening to some of our panel experts talk about some of the barriers they have faced during their careers at the Women in Leadership event. This is unfortunately not an isolated incident.

One of our panel experts, Workplace Culture and Strategic Change Consultant; Michelle Starr raised some interesting points from her research around stereotypes and gender equality. She presented a slide highlighting typical stereotypes.

Women are thought to be more:

- Relationship oriented
- Supportive
- Sensitive
- Communicative
- Inclusive
- Warm
- Interactive
- Empathetic

Men on the other hand are considered more:

- Achievement orientated
- Competitive
- Risk taking
- Strong
- Confident
- Assertive
- Independent
- Active

These traits were summarised as men typically being more “transactional” in their leadership style and women more “transformational”.

If these are the assumptions people are making about gender behaviours and how society thinks we should behave, should we try to compensate by emphasising the mirrored traits we apparently lack from our opposite genders? Should a male project manager / leader try to be more empathetic and warmer? Should a female project practitioner take more risks and be more assertive? This would be too easy a fix. To compound the matter further, it seems society doesn't like it when the aforementioned gender norms are challenged. The “sensitive” male can be labelled a wimp, the “bolder” female shrewish, and both in danger of suffering a variety of other derogatory terms because they challenged the gender norms in the first place.

These are not new issues and the project management industry is not immune to gender-imposed bias, whether conscious or unconscious. Even though the majority of project management roles exist in historically male dominated industries, namely in IT or Construction, there is a trend for organisations seeking more “transformational” project managers over “transactional”. Given we now know the gender related assumptions behind these terms, this could be a contributing factor in some positive trends that we have seen over the last few years in female representation in project management and the gender wage gap in the industry.

In terms of representation in full time ICT project management, 72% are male and 28% female, compared with 81% and 19% in 2016. Female representation in project management in Australia is increasing.



Another positive trend to note is the gender wage gap in our industry decreasing. In Australia the wage gap is currently 14.1% whilst in full time ICT project management roles this sits at 7.8%, and this keeps narrowing. The high amount of Project Management roles as contract opportunities (rather than full time) has a positive impact on this statistic as contract roles tend to be more gender agnostic. Consider further that the majority of these contract roles are sourced through an agency where diversity and gender representation are measured and recorded.

So why still the gap? One of the reasons that there is still a gender pay gap in project management is that while women are increasingly represented in project management, it is men who are still frequently at the top which can mean women missing out on high-profile projects. Organisations can try to amend this by taking a proactive stand on gender parity in the workplace and by setting objectives, measuring progress and being prepared to intervene.

Another contributing factor to the nearly 8% pay gap could be from women not negotiating for higher pay up front and undervaluing themselves. It's important that women in project management have a strong understanding of what they are worth in today's market.

Gender stereotyping and gender trait "ownership" is damaging when today we should all rely on assumptions less and relevant data (and proven track records) more.

I've seen some papers that try to explore "What gender makes the better project manager?" There is no proof to suggest that either gender make better project managers. Having the full range of skills and abilities needed to be a project manager, regardless of gender, leads to more successful projects and a greater balance between men and women. Like tools and methodologies, the best project managers have (and draw on) different skills and traits at different times. In my role I am lucky to meet new project practitioners all the time and I know "strong" female project managers and conversely also male project managers with excellent "soft" skills. In the project management profession, I see these gender stereotypes challenged all the time.

We know that recent studies have shown that equality in gender representation can make a positive impact on business performance. Regardless of who you are or the challenges you face in project management, all project practitioners benefit by having the right tools at hand to get their projects completed on time and under budget. Personal traits are no different than other tools we draw on to get the job done. When we apply gender labels to these traits we become part of the issue, not the solution.

There are a few ways we can increase the number of women in project management. One is to start at school level. Teachers (and parents) need to raise the awareness leading more women going into industries which have historically been male dominated, and thereafter leading into project management roles within these industries.

Any recruiters reading this – ensure you are giving your clients diverse, well qualified shortlists of candidates. Project leaders; be advocates for diversity on your projects and in your organisations and hiring managers; lead by example in your hiring.

"Without active leadership, ownership, taking charge, setting up the measure of the program, holding people to account, [gender equality] doesn't actually happen." Gail Kelly

Steve Tompkins

Associate Director

PMI Sydney Chapter

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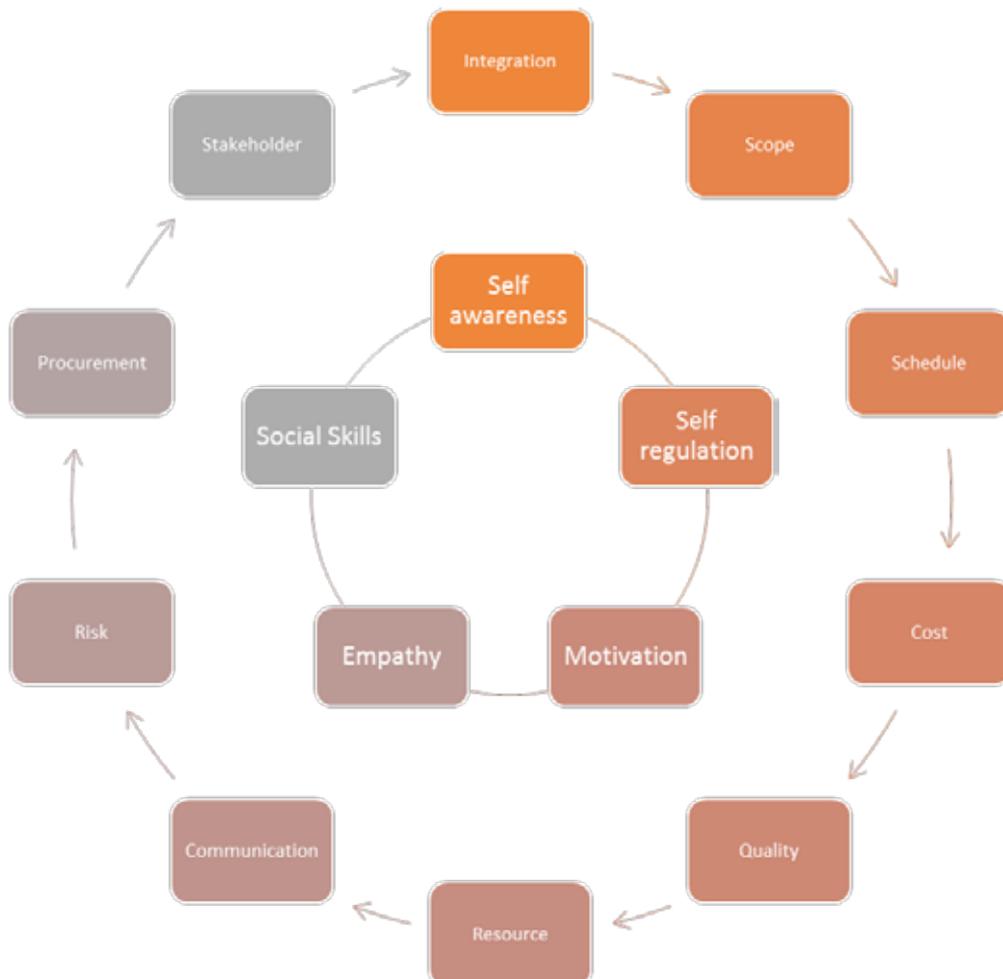
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How emotional intelligence can make a difference when it comes to successful project delivery

It is always debated if hard skills are more important than soft skills and with experience, I can definitely vouch that soft skills definitely has an edge when it comes to delivering successful projects. Having said that, having just soft skills is not going to help. One requires the basic understanding of how projects are delivered. The word “Emotional Intelligence (EQ)” has become more than a buzz word and thrown around lately with a lot of zeal and one would start thinking that in this world where Artificial Intelligence is influencing most of our day to day decisions, EQ needs to have its own place in workplace.

I will not worry about general workplace and think about it in the context of project management, but the question is how it could be structured based on our fundamental pillars of managing projects and how can we integrate the concepts in the existing framework that we have.

Below is a humble representation of how the 5 areas of emotional intelligence, namely self-awareness, self-regulation, motivation, empathy and social skills can be effectively integrated with different knowledge areas as described in PMBOK and assist in successful delivery of projects.



The diagram above describes as to how these concepts can be integrated but the interpretation will not be left to your imagination. Before understanding the impact that these EQ concepts can have on different knowledge areas, let us be on the same page as far as these concepts are concerned.

1. Self-awareness: It is to know how you feel and how your emotions and actions can affect people around you
2. Self-regulation: This is all about staying in control. Effective self-regulation can avoid verbal attack of others, make rushed or emotional decisions, stereotype people or compromise your values
3. Motivation: Self-motivation assists in working towards your goals and also means you will be taking pride in your own work
4. Empathy: This is your ability to put yourself in someone else's situation and think and act accordingly
5. Social Skills: These skills allow in good communication and improves your ability to manage your team and stakeholders in general effectively. Also, you are able to manage change effectively and conflict diplomatically

When you read about these concepts, one would think that all the knowledge areas would need all the skills and while it is true, I feel that application of certain concepts in certain areas can enhance the effectiveness of that area. If a project manager can improve even a little bit in all the areas the cumulative effect will be significant. Let us look at how the knowledge areas can be improved when looked at from the EQ concept lenses.

1. Project Integration Management: This the first step in project management and the more self-aware you are in terms of understanding your emotions, your strengths and weaknesses the more effective you will be in defining the strategy for the project. This will help you in identifying the right stakeholders according to the project requirements and that will become a key to successful project delivery
2. Project Scope Management: Here it is important to be self-aware but also you need to be in control. Defining scope and getting an agreement is key when it comes to this area. Your control is going to keep everyone involved on track and adhere to the purpose of the project
3. Project Schedule Management: Here your values and your ability to hold yourself accountable is going to be key. When one creates a schedule, it is important to be steady and practice being calm. Once can only deliver the project based on the resources available and hence if one practice being calm, one can create a schedule which gives a realistic estimate of the project based on the tasks involved to complete the project
4. Project Cost Management: When it comes to money, self-control and self-motivation is going to assist in ensuring that optimum utilization of funds is considered with respect to the benefits that the project is going to deliver. It is key to know why you are doing the project and where do you stand when you are doing your cost management. These concepts will also assist on an ongoing basis when it comes to forecasting and regular cost management activities.
5. Project Quality Management: Here your ability to hold your work to highest standards is going to assist and ensure that you have applied enough resources in place to manage the quality of the deliverables of the project but more importantly, your own deliverables. A highly self-motivated individual can achieve this effortlessly.
6. Project Resource Management: Ability to set your goals based on the resources at your hand is the key when it comes to this knowledge area. As a self-motivated individual you will be driving towards

your goals and at the same time by been empathetic to responding to other's feelings when doing your resource planning will assist in successful resource management.

7. Project Communications Management: When you are able to respond to feelings, notice the body language, and notice the small things, effective communication would follow. Having a communication plan for the sake of it is not a good idea but having it according to the stakeholder need is the key.

8. Project Risk Management: Bringing your empathy towards possible risks to the project will enable in identifying the likelihood and the impact associated with the risks and put them in perspective. Effective risk management is the key and understanding the risk from the source will enable you to effectively mitigate the risk.

9. Project Procurement Management: Having the social skills that will enable you in building relationships with the right teams internally and externally will assist in procuring the right products and services required for the projects. Strong networks outside work place will also assist when it comes to effective procurement of right resources to enable keeping the project on track.

10. Project Stakeholder Management: I feel and also believe that this is the key to successful project delivery. Ensuring that you have the right communication with the right stakeholders and your ability to help people realize the project benefits will act as key when it comes to effective stakeholder management. Your self-awareness and how your emotions will impact others will assist you to effectively manage your stakeholders.

I have also created a table to relate the most prominent EQ concept with the knowledge area below.

Knowledge Area	EQ concept most prominent
Project Integration Management	Self-awareness
Project Scope Management	Self-awareness + Self-regulation
Project Schedule Management	Self-regulation
Project Cost Management	Self-regulation + Motivation
Project Quality Management	Motivation
Project Resources Management	Motivation + Emphaty
Project Communications Management	Emphaty
Project Risk Management	Emphaty
Project Procurement Management	Social Skills
Project Stakeholder Management	Social Skills + Self-awareness

The idea of the article was to give you an overview of this topic as each area can be explored further in the context of EQ concepts. There are many tools available to help with analysing the different areas of emotional intelligence and based on your feedback and encouragement, I can definitely write them up. Thank you for reading.

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Gaurav Wadekar

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PMI Sydney Chapter was founded in 1997 and held its first Chapter Meeting on 15 April 1997. Today the Chapter has over 1,750+ members from a mixture of industries including, but not limited to: construction, engineering, banking, insurance, finance, IT, telecommunications, consulting and pharmaceutical. Approximately 50% of Australian PMI's members are PMPs. PMI is strongly supported by a majority of companies in Australia and internationally. The Sydney Chapter conducts regular chapter meetings, education and certification courses and runs an annual conference in an effort to promote the profession of Project Management within NSW and Australia.



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We welcome articles, interviews excerpts, general information and other contributions to enhance project management knowledge and understanding of our chapter members. Please send your enquiries to the Director of Marketing and Communications- Gianluigi Bortoluzzi at marketing@pmisydney.org.

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